

# ABT Program Budget System Implementation Plan

July, 2008



## APPENDIX B: VENDOR DEMONSTRATION SCRIPTS - BUDGET SYSTEMS



## ABT Program – Budget Development and Reporting Software System RFP No. 1015-08KAH

**Proposer/Vendor Proposal Presentation Evaluation Form** 

	Date:
-	

### **Scoring Process**

Each evaluation team member will complete the attached score sheets for either the functional or technology sessions, *for each Proposer*. The evaluation team will meet from 5:00 – 5:30 on April 11<sup>th</sup> to complete and discuss score sheets. Following discussion, <u>ALL</u> score sheets will be submitted to Andrea Flanagan to be tallied and summarized. The evaluation team will then meet at a later time and place (TBD) to discuss the scoring of all three Proposers.

\*Please note that these documents are subject to Public Records statues.

### **Scoring Summary Table**

		TIME	MAXIMUM	<b>EVALUATOR</b>	EVALUATOR
			SCORE	SCORE	SCORE (totals)
				(by Session)	
	Functional Sessions		180 Points		
8:30 AM - 10:30 AM	Session 1 – Operating Budgets	2 HRS	65 Points		
10:45 AM – 11:45 AM	Session 2 – Capital Budgeting & Project Management	1 HR	30 Points		
11:45 AM – 12:15 PM	Session 3 – Performance Management	30 MIN	25 Points		
1:00 PM – 2:00 PM	Session 4 – Analysis Tools	1 HR	30 Points		
2:00 PM - 3:00 PM	Session 5 – Reporting & Programming Level & Activity Based	1 HR	30 Points		
	Budgeting				
	Technical Sessions		135 Points		
8:30 AM - 10:30 AM	Session 1 – Overview of Technology Architecture	2 HRS	65 Points		
10:45 AM - 11:45 AM	Session 2 – King County Support Structure & Support Tools	1 HR	25 Points		
1:00 PM – 1:30 PM	Session 3 – Vendor Technical Support & Customization Process	30 MIN	25 Points		
1:30 PM – 2:00 PM	110000	20 MINI	20 Dointo		
1:30 PIVI - 2:00 PIVI	Session 4 – Future Technology Direction & Vision	30 MIN	20 Points		
	Implementation, Training & Interview		135 Points		
3:15 PM - 3:20 PM	Introduction & Background	5 MIN	5 Points		
3:20 PM – 3:45 PM	Project Phasing & Project Plan	25 MIN	30 Points		
3:45 PM – 4:05 PM	Questions to Project Manager	20 MIN	25 Points		
4:05 PM – 4:25 PM	Questions to Vendor re: Training	20 MIN	30 Points		
4:25 PM – 4:45 PM	System Preparation Tasks	20 MIN	30 Points		
4:45 PM – 4:55 PM	Vendor Commitment & Viability	10 MIN	10 Points		
4:55 PM – 5:00 PM	Closing Comments by Vendor	5 MIN	5 Points		
	Demonstration and Interview (Sum of all session above)		450 Points		

### **DEMONSTRATION AND INTERVIEW SESSIONS**

### **General Scoring Considerations**

Maximum Total Points = 450 Points

The goals of the budget system evaluation committee are to recommend the Proposer who: (1) offers a budget system that best matches the county's technical and functional requirements as described in the Request for Proposals; and (2) has management and implementation teams that possess the depth and breadth of relevant knowledge and experience to ensure the budget system is successfully installed on time and operates as anticipated.

The demonstration and interview sessions are designed to assist the evaluators in making those judgments. When scoring the items in each session, also take into account, if applicable, whether:

- The Proposer's team presents clear and concise information in an organized manner and communicates the information effectively.
- The information provided is substantive and directly relevant to the demonstration topic and/or interview question, with a minimum of "sales pitch" information;
- The Proposer's team conveys an understanding of implementation issues and risks, including phasing challenges, based on specific experiences and lessons learned from previous projects; and
- Each of the Proposer's team members has a role in the demonstration or interview.

### Functional Session 1 (page 1 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

This session will demonstrate how the proposed budget system will meet the county's functionality needs for: (1) conducting the annual budget process; (2) reviewing supplemental budget requests; and (3) reviewing budget revisions requests.

### 1. Annual Operating Budget Review and Adoption Process

Phase I: Baseline Budget Budget Office develops baseline budgets and transmits them to county departments.

Please demonstrate how the functionalities of the proposed budget system accomplish the following tasks performed by the Budget Office:

- Establishes a baseline budget version (using both FTEs and dollar amounts) via various adjustments and allocations using prior year adopted budget as a starting point.
- 2. Loads payroll information from PeopleSoft into the Budget Module position control file (table) and initialize beginning position control file.
- Calculates benefits amounts against the position control file for FICA, Worker's Comp, Medical and retirement. Benefit amounts can vary depending on bargaining group of the position.
- Calculates COLA against the position file based on bargaining group cola rate. (In the demonstration, use 3% COLA for one group of positions and 2% COLA for another group of employees, assuming each employee group is in a different bargaining group.)
- Calculates step increases and merit increase for the individual positions and records the total of the above two calculations in discrete expenditure accounts.
- Removes one time budget items.
- 7. "Zeroing out" certain accounts.
- Prepares a single (or multiple if needed) budget worksheet to be used by departments.
- 9. Distributes budget worksheets to departments.
- All budget changes are tracked and described in the worksheet throughout the entire process in all phases of this demo script.

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### Functional Session 1 (page 2 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

Phase II: Department Requested Budget Departments develop budget requests based on baseline budgets received from the Budget Office.

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by departments:

- Prepares budget at detailed levels and uses text functionality to annotate each budget item so that every budget change is qualitatively explained and justified with a description of the change Adjusting position control budgets in the budget requests.
- 2. Provides version approval of the Requested budget for submittal to the Budget Office using workflow within the department s authority structure.
- Submits detailed requested budget version to Budget Office. (The budget request includes changes to budget recorded on a worksheet and annotated with text descriptions and justifications and changes to the position file.)
- 4. Prepares a multi-year financial plan that includes revenues and expenditures for prior year actual expenditures, current year adopted budget, current year estimated budget, proposed budget and two out-year budgets.

EVALUATOR'S NOTES:

### Functional Session 1 (page 3 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

Phase III: Executive Proposed Budget

Budget Office analyses department budget requests, prepares Executive Proposed Budget based on direction from County Executive, and transmits the proposed budget to the County Council.

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by the Budget Office:

- Receives detailed budget version (fund, dept., low org/cost center, account, change item) and rolls up detail to appropriation level (either department or fund level). (The purpose of this appropriation unit level version is to support decision making and provide reports during the Executive/Budget Office review of the requested budgets.)
- 2. Uses decision reports that reside in the budget module that report "Request and Proposed" fields as well as a large text field for comments and notes. (The objective is to have an end to end budget system that requires only a single entry at the beginning of the budget process and this single entry flows through the entire budget process. The budget prep worksheet will have edits that do not allow invalid values to be entered into the budget worksheet.)
- Adjusts and/or adds budget line items to reflect Budget Office changes (i.e. allocations, cola adjustments, rate changes etc.)
- 4. Adds new line item adjustments to the budget worksheet.
- 5. Posts a contra balance (negative) to the budget worksheet.
- "Locks down" the budget worksheet after final proposed budget decisions are made by the County Executive and revenues and expenditures are balanced.
- 7. Uses the budget system functionality to prepare the adopted budget book for both operating and CIP (Capital Improvement Program) budgets.
- Uses proposed appropriation level values to prepare the proposed budget ordinance.
- 9. Retains a copy (electronic) of the proposed budget ordinance budget worksheets.
- 10. Makes available to council staff the proposed budget worksheets and the position control file as read/write (via permissions and roles) to allow for council changes to be reflected in the proposed budget that are made by council in their review.

EVALUATOR'S NOTES:	

### Functional Session 1 (page 4 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

**Phase IV: Adopted Budget** 

County Council reviews and adopts budget.

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by the County Council and/or their staff:

- 1. Analyzes the Executive Proposed Budget and makes adjustments during its phased review process.
- Makes adjustments to the budget worksheet to reflect Council—approved changes during each phase of the process. These adjustments include changes to existing line items, adding or removing a line item, adding or deleting appropriation units and restricting expenditures within appropriation unit levels in accordance with budget provisos.
- 3. Uses adjusted appropriation and FTE values to develop a substitute budget ordinance and adopts the ordinance.
- 4. Makes the budget worksheets available to the Budget Office.

EVALUATOR'S NOTES:

### Functional Session 1 (page 5 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

Phase V: Reconciled Adopted Budget Budget Office finalizes the adopted budget through payroll reconciliation

Please demonstrate how the functionalities of the proposed system accomplish the following tasks performed by the Budget Office:

- Reviews budget worksheets to confirm they accurately reflect the enacted adopted budget ordinance and adjusts budget worksheets to reflect any needed changes.
- Extracts a payroll file from PeopleSoft and loads it into the budget module position control file and uses it to perform the payroll reconciliation process.
- Compares the current adopted position control file to the current PeopleSoft payroll file at the job position level and updates position control file to reflect the adopted budget level for all job positions for job class, range, step, merit pay, overall pay level, cost center, employee ID and FTE (including temporary positions)
- Adjusts the position control file in the budget module to reflect payroll reconciliation adopted COLA level and applies merit against the reconciled position control file.
- Posts the reconciled adopted budget to the Oracle general ledger (and the CIP budget is posted to Oracle Projects/Grants module). The position control file is posted to PeopleSoft position management module.
- 6. The "adopted budget" field is locked after being posted to the general ledger and is not subject any further changes. The "revised budget" field reflects any and all revisions to the adopted budget during the fiscal year. The "revised budget" field reflects the adopted budget plus or minus budget revisions during the fiscal year (see below for budget revision). The budget system retains a complete audit trail of all budget revision adjustments.
- 7. Allocates budget allotments within the budget module and General Ledger.

EVALUATOR'S NOTES:	

Functional Session 1 (page 6 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

#### 2. Supplemental Budget Requests

A subset process of the larger budget preparation process described above is used to prepare the quarterly omnibus supplemental ordinance. Please demonstrate how the how the functionalities of the proposed system accomplish the following tasks.

#### **Budget Office**

- Prepares a single (or multiple if needed) budget worksheet to be used by departments.
- 2. Distributes budget worksheets to departments.

#### Department

- Adds supplemental budget requests to the budget worksheet (including text descriptions and justifications of the supplemental request).
- 2. Obtains approvals via workflow within the county department.
- 3. Prepares fiscal note.
- 4. Transmits to the Budget Office for potential incorporation into the omnibus ordinance.

#### **Budget Office**

- 1. Rolls up the detail values in the budget worksheet to appropriation unit level and uses this information for decision making purposes.
- 2. Prepares supplemental ordinance based on the budget worksheets.
- Forwards the budget worksheet to council staff either via permissions and roles or via workflow.

#### **County Council**

- 1. Council tasks are similar to the tasks in Phase IV of the budget process.
- 2. Uses information for presentation and decision-making purposes.

### **Budget Office**

 Budget Office tasks are similar to the tasks above in Phase III of the budget process.

EVALUATOR'S NOTES:	

### Functional Session 1 (page 7 of 7)

Time Allotted: 2 hours

**Session Title: Operating Budgets** 

### 3. Budget Revision Process

Budget revision process is as follows. Please demonstrate how the functionalities of the proposed system accomplish the following tasks:

### **Department**

- 1. Prepares budget revision and workflows within the department for approval.
- 2. Forwards the revision using workflow to the Budget Office.

### **Budget Office**

- 1. Receives workflowed budget revision.
- 2. Workflows budget revision within the Budget Office for approval.
- 3. Posts the budget revision to the General Ledger, Project Module and PeopleSoft position management.
- 4. Uses system functionality for mass budget revision posting in the budget system and Oracle /G/L. Business processes that need this functionality include: omnibus supplemental budget ordinance; budget carryover (grants and CIP) Capital Improvement Project (CIP) reconciliation adjustments, etc.; budget carryover related to encumbrances; and outstanding encumbrance carryover.

Maximum Points: 65	
Evaluator's Points:	

EVALUATOR'S NOTES:	

### Functional Session 2 (page 1 of 3)

Time Allotted: 1 hour

**Session Title: Capital Budgeting and Project** 

Management

King County has a variety of capital programs with projects that range from facility construction to wastewater treatment. This demonstration should show how flexible the budget system is and how it can accommodate differing requirements from different capital programs.

### **Establishing Capital Budgets**

Demonstrate the following functionalities:

- 1. Setting up capital budgets that include project scope, schedule/milestones and budget data for a minimum of six years into the future.
- 2. Incorporating life-to-date expenditures, revenue and budget balance available as of the prior year at the detailed GL Code, option, master project and subproject level.
- 3. Budgeting by option/phase for phases that are different for different types of capital project. For example, IT project phases are different than construction projects.
- 4. Monitoring the project during the year and over the course of the program by different audiences (project manager, program manager, Budget Office, and Council).
- 5. Modifying, easily, any aspect or data element in a capital project budget.
- 6. Importing and exporting budget, project, financial and HR data electronically between this system and MS Project.
- 7. Linking specific capital budget expenditures or revenue to specific operating budget data.

EVALUATOR'S NOTES:

8. Creating a custom data field (text or numeric).

### Functional Session 2 (page 2 of 3)

Time Allotted: 1 hour

**Session Title: Capital Budgeting and Project** 

Management

### **Analysis for Capital Project Budgets:**

Demonstrate the following functionalities:

- Ability to do comparative analysis using last year's planned six-year program as compared to current year's request for the same timeframe by project. Show variances by year and in total.
- Ability to allow on-line, real-time inquiry into any time period for any project, at any accounting level, both revenues and expenditures, both budget and actual. Include life-to-date historical data for capital projects. Queries must be able to be done at any user defined combination of units.
- 3. Ability to compare adjustments between budget phases at the detailed level that demonstrates changes that have occurred.
- 4. Ability to calculate and allocate agency overhead from the operating budget to capital projects.
- 5. Ability to calculate CIP project variance with milestones.
- 6. Ability to calculate net present value for projects in a standardized manner for all capital projects. For example, allow for consideration of up to 20 years of operating or lease costs associated with proposed capital budget investment alternatives with sensitivity analysis for alternative discount rate assumptions. Ability to store scenarios and rate assumptions.
- 7. Ability to access the following data for capital projects:
  - Original budget, scope and schedule as approved by the Council (the "baseline");
  - Costs incurred to-date and/or costs projected to complete the project;
  - The standards and methodologies used to estimate the project, using standard categories of costs determined by the county; (
  - Milestones, both completed and projections for completion; and
  - Deviations from the baseline, in what category, when and why.

EVALUATOR'S NOTES
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### Functional Session 2 (page 3 of 3)

Time Allotted: 1 hour

**Session Title: Capital Budgeting and Project** 

Management

### **Capital Budget Reconciliation**

This process is done to finalize the approval by council of the carryover budget for capital projects. The project budget balance is automatically carried over as reported by the financial systems. Then agencies review and make any technical corrections and submit for review to the budget office and approval by the council.

Demonstrate the following functionalities:

- 1. Ability to import from financial system to get final yearend project expenditures and revenue by type.
- 2. Ability to report on prior year project expenditures and revenues, reflecting budget balance available, including actual next year's adopted budget.
- 3. Ability to make changes to project budget, expenditures or revenue that is identified as a separate phase for agencies, budget office and council.
- 4. Ability to enter notes and justifications in user defined field.
- 5. Ability to create budget revisions to export to financial system based on final approved changes.

Maximum Points: 30	
Evaluator's Points:	

EVALUATOR'S NOTES:	

### Functional Session 3 (page 1 of 2)

Time Allotted: 30 Minutes

**Session Title: Performance Management** 

The County has a decentralized performance management system with separately elected officials, the courts, and the Executive branch all doing some form of performance measurement and management. There is no currently central system or database that allows for performance information to be stored, analyzed or reported consistently.

#### **Activities:**

- 1. Demonstrate the systems capabilities for:
  - Graphical rating systems used by the system (e.g., green/yellow/red)
  - Showing measures at different levels of the organization to depict alignment
  - Creating an index based on multiple measures
  - Creating various types of reporting scorecards, dashboards, and reports
  - Comparing measures against multiple targets and benchmarks
  - Relationship of performance information to budget information
- 2. Explain the system's basic handling of data (e.g., a single measurement database, ability to create different but related databases, any ability to accommodate geospatial signifiers).
- Describe the ease of use; initial set up versus user ability to "tailor" for their specific needs, including adjusting weights of measures that roll-up to and index/aggregation.

EVALUATOR'S NOTES:	

### Functional Session 3 (page 2 of 2)

Time Allotted: 30 Minutes

**Session Title: Performance Management** 

- 4. Demonstrate the system's ability to support and generate "performance based" budgets.
  - Linkages to the budget system
  - Having multiple project codes connecting to the same performance measure
  - Establishing weighted attribution of the responsibility from performance measure project codes
- Demonstrate capabilities to develop and publish dashboards and scorecards that would allow County executives and managers to monitor and report results using these tools.
- 6. Demonstrate how departmental-level performance measures can be defined and how they would be updated automatically from various information sources. Describe how the performance measures are integrated with Oracle Financial System and PeopleSoft Human Capital Management.
- 7. Demonstrate the roll up of performance measures to broad cross-departmental service areas and organization-wide measures.

Maximum Points: 25	
Evaluator's Points:	

EVALUATOR'S NOTES CONTINUED:	

### **Functional Session 4**

Time Allotted: 30 Minutes

**Session Title: Analysis Tools** 

The budget system King County is looking for will support long-term planning, analysis and forecasting capabilities. This demonstration script illustrates how the system supports analysis and forecasting throughout the budget cycle, during different phases of the annual budget development process and throughout the year for operating and capital budgets.

#### Demonstrate the following functionalities:

- Ability to calculate annual personnel (salary and benefit) costs by position, county-wide, for all full-time and authorized part-time positions; for a bargaining unit within an organization; or for other user defined selection criteria. (Also demonstrated as part of Session 1)
- 2. Ability to allow the addition of budget narrative to capture budget request justifications and assumptions. (Also demonstrated as part of Session 1)
- 3. Ability to consolidate the budget by various account levels as well as user-definable levels (i.e., project program, grant, fund and agency).
- 4. Ability to keep life-to-date revenues with life-to date expenditures.
- 5. Ability to allow on-line, real-time inquiry into any time period for any account, at any accounting level, both revenues and expenditures, both budget and actual. Include at least five years of historical data for operating, and life-to-date for capital projects. Queries must be able to be done for all appropriation units at once or for any user defined combination of units.
- Ability to forecast expenditures and revenues to support multi-year budgeting and to support biennial budgeting.
- Ability to perform multidimensional analysis of actual and budgeted revenue and expenditures in a variety of data sets; such as rural/urban, local/regional, incorporated/unincorporated, discretionary/mandatory, and by council districts, planning areas or other geographic components.
- 8. The ability to perform an unlimited number of 'what-if' scenario analyses.

### Functional Session 5 (page 1 of 3)

Maximum Points: 30	
Evaluator's Points:	

EVALUATOR'S NOTES:	

Time Allotted: 1 hour

Session Title: Reporting and Program level &

activity based budgeting

The system must provide a variety of reports and provide flexible reporting tools including user-defined queries. This script will provide an overview of the proposed reporting tools and demonstrate each tool as it would be used by different audiences. In addition, the vendor will demonstrate how the County could use reporting to support program level budgeting and give a view on budgets by activity across operational and capital budgets.

#### **Activities:**

Quickly demonstrate the different reporting tools and explain how they would be used by different County audiences.

- Quickly show how a few examples of budget reports that are provided with the system and show how users run the reports and view the output. What capabilities exist for the user to supply specific report criteria or parameters? Can the user save the reports? Are they exportable to different file formats: MS Excel, PDF, XML, HTML, etc...?
- 2. Are these reports available out of the box without needing to be built as a custom report:
  - A complete audit trail of all budget revision adjustments are retained in the budget system
  - Budget balance available report (revised budget minus encumbrances and expenditures equals budget balance available)
  - Real time online reporting of budget balance available
  - Quarter End reports comparing actual expenditures with revised budget

### Functional Session 5 (page 2 of 3)

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EVALUATOR'S NOTES:	

Time Allotted: 1 hour

Session Title: Reporting and Program level &

activity based budgeting

- 3. Demonstrate your ad hoc reporting capabilities:
  Build an ad hoc report for the last 5 years using any of the available data elements contained in the integrated
  Financial System. This would include actual expenditures and revenues, adopted and revised budgets for expenditures and revenues, encumbrances. All position management data elements would also be available (for example but not all inclusive, job class, start date, vacation accrual, sick leave accrual, FTE or TLT, retirement system etc.)
- 4. Assume a technical "super user" from one of the County's Agencies has created a report that would be useful for others to run in their organization. Demonstrate how that report would be shared to others. Would the others get only their own data when they run it? Explain.
- 5. Demonstrate how the County could use reporting to support program level budgeting and give a view on budgets by activity across operational and capital budgets. For example, assume that operational budgets are already in place. The chart of accounts has an element for Program and for Activity. Show how County users could create and run reports or queries to see budget data across program and across activity.

Maximum Points: 30

<b>EVALUATOR'S</b>	NOTES:
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### Functional Session 5 (page 3 of 3)

Time Allotted: 1 hour

Session Title: Reporting and Program level & activity based budgeting

- 6. Capital Budget Reporting. Demonstrate how your system has the:
  - Ability to report all budgetary changes at any user defined level of the accounting hierarchy.
  - Ability to report at any level total budgeted revenues and expenditures by year for the six-year program request.
  - Ability to summarize or roll up project worksheets into agency budgets. (Rpt 3.00)
  - Ability to generate user defined detailed and summary reports for user defined periods at various organization levels using real time data from Oracle Financials, PeopleSoft Human Capital Management and the budget system that can be exported easily to other applications and documents. (Rpt 10.00)
  - Ability to create and store narrative pages in a standard format at user defined levels (such as appropriation unit or program or grant) with user defined fields. (Publ 3.00)
  - Ability to create publishable budget tables, charts, and graphs, with narrative, automatically. (Publ 4.00)
  - Ability to create a report that sorts by program or fund and includes project scope, schedule and budget for sixyears and includes actual expenditures as of a specified date. (Proj 4.00)
  - Ability to report grants or projects completed or expected to be completed in the next year by year. (Proj 10.00)

Maximum Points: 30	
Evaluator's Points:	

EVALUATOR'S NOTES:

### Technology Session 1 (page 1 of 2)

Time Allotted: 2 hours

**Session Title: Overview of Technology** 

**Architecture** 

#### Technical Skills of Presenter(s): DBA, Developer, Architect

The purpose of this scenario is to describe and explain the technology architecture which is being proposed for the Budget System application. Assume the audience is a <u>technical</u> audience. Vendors can use visual aids, presentation slides or other means to get across the material.

#### **Set-up Required Before Demonstration:**

none

#### **Activities:**

#### 1. Overview of Proposed Solution

- High level diagram of proposed application architecture
- High level functional description of each proposed Budget Module
- How does proposed solution integrate with Oracle Financials and PeopleSoft

#### 2. Technical Architecture Detail Discussion:

Describe via discussion and pictures the technical architecture used by the application.

### 3. Software Components

What software modules are you proposing? Describe each and technology used to develop the modules. Also describe any optional and/or third party software recommended and the purpose and technology of each.

#### 4. Database:

What database(s) is used by the Budget application? What tools are you proposing to use for monitoring and maintaining. Describe data purging, archiving and restore of historical data. Describe backup and recovery capabilities or recommendations.

EVALUATOR'S NOTES:

### Technology Session 1 (page 2 of 2)

Time Allotted: 2 hours

**Session Title: Overview of Technology** 

**Architecture** 

### 5. Interface/Integration methodology:

Describe methods, software used in data interfaces between applications in the proposed budget solution with Oracle Financials and PeopleSoft HRMS. Define how the initial data load will be performed? How do the use of data loads and interfaces change at different points of the annual cycle?

#### 6. Reporting Components:

Describe reporting tools, ease or complexity of use, analytics, dashboards, scorecards. If multiple reporting tools, define conditions for use of each.

### 7. Security Architecture:

Describe security architecture on application, database, and data.

#### 8. Client configurations:

Describe our options for deploying the application. Is the proposed solution certified to run in a Citrix environment? If not, are their future plans to be able to deploy in this environment. Can deployment of desktop components be performed from a central location using tools such as SMS?

#### 9. **Desktop requirements:**

Describe the minimum and recommended desktop requirements for each client configuration. Note how staff that will use the system with differing intensity might have different requirements.

#### 10. Network requirements:

Describe the network requirements for the application including requirements for different configurations and/or methods of access. Specifically address issues of bandwidth, protocols, and general network topology.

#### 11. Data Conversion

Define the data conversion activity; extract, scrub, load, validate process.

Maximum Points: 65

Evaluator's Points:

**EVALAUTOR'S NOTES:** 

### **Technology Session 2**

Time Allotted: 1 hour

**Session Title: King County Support Structure and** 

**Support Tools** 

## Technical Skills of Presenter(s): DBA, Developer, Architect

The vendor is asked to describe the recommended / required support structure to maintain the proposed solution. In addition to demonstrate the software products and tools used to configure, maintain, enhance, and extend the application system.

### **Set-up Required Before Demonstration**

Vendor supplied laptop and projector

### Cover:

- 1. Describe recommended King County Support structure.
  - Technical
  - Business
  - Reporting
- 2. Demonstrate the tools used to support the proposed solution.
  - Configuration
  - System Administration
  - DBA
  - Application Developers
  - Reporting Analysts
- 3. Training after vendor is offsite
- 4. User Group

Maximum Points: 25	
Evaluator's Points:	

EVALUATOR'S NOTES:	

### **Technology Session 3**

Time Allotted: 30 minutes

**Session Title: Vendor Technical Support and** 

**Customization Process** 

Technical Skills of Presenter(s): DBA, Developer, Technical Support Mgmt

This session is devoted to an interactive discussion about the technical support and product enhancement process.

### **Set-up Required Before Demonstration**

None

### Cover:

- 1. Describe Technical support
- 2. Ability to check status of requests and problem tickets
- 3. Different levels of severity and how addressed
- 4. Escalation environment / process
- 5. If proposing a non-Oracle solution how is a multi-vendor application environment supported
- 6. Life support of older versions, are we forced to upgrade
- 7. What is the frequency of upgrades and patches?
- 8. If application customizations are necessary, are there architecture extensions that will allow customization but does not impede the upgrade and patch installation processes.
- How responsive are they in testing/patching application modules when critical OS patches are required to be applied. (Example: Required critical or security OS patch causes application to "break").
- 10. How responsive are they if we find bugs when testing application patches and upgrades. Describe the process used for customers to get fixes in this situation.

Maximum Points: 25

Evaluator's Points: \_\_\_\_

EVALUATOR'S NOTES:
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### **Technology Session 4**

Time Allotted: 30 minutes

**Session Title: Future Technology Direction and** 

**Vision** 

### Technical Skills of Presenter(s): Vendor

The vendor is asked to describe the recommended / required support structure to maintain the proposed solution.

### **Set-up Required Before Demonstration**

None

### Cover:

- 1. Future direction of proposed application modules
- 2. Long term Commitment to this product
- 3. Industry direction
- 4. Anticipated technology changes moving forward with this product

Maximum Points: 20	
Evaluator's Points:	

EVALUATOR'S NOTES:		

### Interview Session (page 1 of 5)

Time Allotted: 1 hour and 45 minutes

### Introductions & Background (5 minutes)

- Please take a couple of minutes to introduce your company in regards to the implementation of this budget system at other customer sites, particularly at similar public sector customers of similar size and complexity to the County.
- 2. Now, introduce the members of your team and briefly describe each member's qualifications and experience implementing this product and the role they will play on this project.

#### Project phasing and project plan (25 minutes)

- 3. Please describe your proposed implementation strategy. Describe your experience with phased implementations, simultaneous implementations, lessons learned and why you favor your approach.
- 4. The project involves implementation of multiple aspects of budget and performance management including:
  - Implementation of a process for development of annual budgets for operational, capital and project budgets
  - Monitoring of budgets during the year
  - Analysis and reporting and performance management

How do these functional components of the solution get phased in?

- Very quickly describe your proposed project plan. What elements of the project will you take full responsibility for? What elements of the project will be entirely the County's responsibility? What will be a mutual responsibility?
- 6. Describe your proposal regarding team membership from County staff. What are their roles? What activities would each be responsible for and how much full-time equivalent (FTE) resource would be needed from each?

Maximum Points: 5 (Introduction & Background) Maximum Points: 30 (Project Phasing & Project Plan)	
Introductions Evaluator's Points: Project plan Evaluator's Points:	

EVALUATOR'S NOTES:	

### Interview Session (page 2 of 5)

Time Allotted: 1 hour and 45 minutes

Questions addressed specifically to the proposed Project Manager (20 minutes)

- 7. Please describe your role and responsibilities on this project.
- 8. Tell us about your two most recent project assignments. What role did you play in these projects? Did the projects succeed in being on-time and in-budget? Was the system well received by the end users?
- 9. What were the two most difficult issues during these last two projects and what did you do to address them?
- 10. How will you advocate for the County within your company and facilitate the solution to challenges whether we need answers to questions, fixes to software bugs, or extra resources needed for the project?
- 11. What is your approach to handling a situation when the County team insists on a business process that is only supported by customizing or modifying the software or where the software does not support critical functionality the County can not live without?
- 12. Suppose the project team is in the process of testing the system and ten significant bugs have been discovered in the system. Five of these would make it impossible to implement the system, and the other five would require very unappealing "work-arounds" that would not be easy for the end users. Describe exactly how you would solve this problem.
- 13. How do you intend on keeping the County informed about progress of the project from a financial, milestone, and scheduling point of view?
- 14. Describe the issue resolution process to be used in this project. What process should we use if we become concerned about project slippage, or about the performance of a particular consultant on the project?

Maximum Points: 25 (Project Manager)
Evaluator's Points:

EVALUATOR'S NOTES:	

### Interview Session (page 3 of 5)

Time Allotted: 1 hour and 45 minutes

Questions addressed specifically to Vendor regarding Training (20 minutes)

- 15. Please describe your training strategy for this project.
- 16. How will training differ for different components of the system and different audiences?
- 17. Will you be providing assistance on the development of the entire training program including: training needs assessment, curriculum development, and actual end user training?
- 18. Do you provide prewritten training materials? If so, do these need to be modified to be more specific to the County to make them more meaningful to our users? Who would do this in the project?
- 19. Describe your plan for training the project team. Who will get what type of training and when?
- 20. Is it correct that the County will need a couple "super users" to learn how to do different types of annual tasks to initiate the budget process or to develop new Key Performance Indicator scorecards or new analysis reports? Describe the specialized training that these people will be given.
- 21. What on-site support do you recommend just after implementation of the budget system? What support will you provide?
- 22. What support structure do you recommend we put in place at the County to make sure everyone knows how to create and monitor their budgets?

Maximum Points: 30 (Vendor re: Training)	
Evaluator's Points:	

EVALUATOR'S NOTES:	

### Interview Session (page 4 of 5)

Time Allotted: 1 hour and 45 minutes

### System Preparation Tasks (20 minutes)

- 23. Describe the process that will be used to gather and validate County business requirements before the system is configured.
- 24. A "fit-gap" analysis is defined here as a process where we would do a detailed comparison of the system's capabilities and our requirements to determine any gaps or areas needing solutions to make the system viable here at King County. Please describe how you would work with the County to perform a fit-gap analysis. How would the information be used by the project? Who should participate and how long does it take?
- 25. When will the critical business processes be designed and related to system capabilities? How will we get guidance on the alternatives of how best to configure the system and set up critical parameter tables which effect how business processes will operate?
- 26. How should we go about planning the purchase of hardware, particularly servers, to ensure we purchase the appropriate hardware for our expected usage? Will you help us size the hardware? How quickly in the project is the hardware needed?
- 27. Briefly describe the data conversion process. How often in the project will data need to be converted? Do new product releases and patches also require conversions?
- 28. When in the project will the critical reports and report processes be designed and developed? What are you providing in this area?
- 29. Describe your proposal in regards to functional testing of the system before it is deployed into production. What kinds of tests are performed and by whom? How do you know that it has been adequately tested?

Maximum Points: 30 (System Preparation Tasks)
Evaluator's Points:

EVALUATOR'S NOTES:	

### Interview Session (page 5 of 5)

Time Allotted: 1 hour and 45 minutes

#### Vendor Commitment & Viability (10 minutes)

- 30. Many projects fail because they see the implementation of a system as a technical software project not as an organizational change project. How would you describe the implementation of a budget and performance management system and how will we achieve more than just a working system for this project?
- 31. Explain why you consider your firm to be a stable, viable vendor who will be able to support a project of this magnitude. Reassure us that you have enough expert experienced resources to commit to our project and that other business commitments will not adversely affect your ability to meet our expectations.

### Closing Comments by Vendor (5 minutes)

32. The implementation vendor may use this time to make closing statements and reiterate why they are best qualified for this project.

Maximum Points: 10 (Vendor Commitment & Viability) Maximum Points: 5 (Closing Comments by Vendor)
Vendor Commitment Evaluator's Points: Closing Comments Evaluator's Points:

EVALUATOR'S NOTES:	



# APPENDIX C: EVALUATION CHRONOLOGY AND SCORING SUMMARY

# Process for Evaluating and Recommending New Budget System Chronology of Events September 2007 through June 2008

#### Introduction

As a solution to the challenges presented by the County's current configuration of finance, human resources/payroll and budget systems, the County Executive proposed and the County Council approved, through a series of policy motions and budget actions beginning in 2003, a multi-year effort named the Accountable Business Transformation (ABT) Program. The Council's major decision points regarding this program include:

- **Motion 11729** (June 2003), approving a vision and goals statement for replacement of financial, human resources and budget management systems.
- Motion 12024 (October 2004), approving policy goals for new finance, human resources/payroll and budget systems.
- **Motion 12024** (October 2004), approving the 2006-2008 Strategic Technology Plan, designating the ABT program as the number one efficiency technology goal.
- **Ordinance 15595** (September 2006), providing funding for PeopleSoft human resources/payroll system software and upgrades to existing financial systems software.
- Motion 12364 (October 2006), approving the ABT Program Charter, which delineates clear responsibilities, accountabilities, and lines of succession within the program and establishes nine guiding principles for the program.
- **Motion 12581** (July 2007), approving the High-Level Business Plan (HLBP), which establishes, among other things, technical and functional requirements for a new budget system.
- Ordinance 15903 (October 2007), authorizing funding for the project through the completion of a high level business design, a detailed implementation plan and an updated cost/benefit analysis.

The technical and functional requirements in the HLBP, along with the policy direction approved by the Council, formed the basis for the development and issuance of a Request for Proposals (RFP) for a new budget system and an implementation firm. The chronology beginning on the next page spans the time period between September 2007 and June 2008. It documents the events that led up to issuing the RFP, the process for evaluating the responses to the RFP, and the end results of the evaluation.

#### September 2007

ABT Program establishes the Budget Review Committee, a 13-member committee
consisting of budget subject matter experts from county agencies and representatives from
the Office of Information Resource Management, the budget office and county council
staff.

### October/November 2007

- Committee meets several times to develop and approve a charter, which establishes the Committee's objectives as follows:
  - To review and develop a countywide budget development process that reflects best budget practices for the public sector;
  - To develop and implement an evaluation process for the selection of a budget system that meets the county's functional and technical requirements; and
  - To develop a schedule for implementing a selected budget system countywide.
- Committee delegates RFP review and evaluation tasks to an eight-member sub-committee, chaired by the ABT Program Manager, consisting of an additional ABT program representative, two county agency representatives, two budget office representatives and two county council staff representatives.

### **November/December 2007**

- ABT staff develops draft RFP.
- ABT staff develops draft evaluation criteria and methodology for scoring the proposal narrative based upon the following criteria:
  - Proposer's general background, qualifications and references;
  - Quality of project management team;
  - Compliance of proposed budget solution with the county's technical and functional requirements;
  - Quality of implementation, training and maintenance plans; and
  - Quality of responses to essay questions.
- County procurement adds evaluation components for price, acceptance of the county's standard contract terms and conditions, and extent of small contractor and supplier participation.

#### January/February 2008

- Sub-committee reviews and approves RFP, evaluation criteria and scoring methodology.
- On January 25, the county issues an RFP to solicit proposals. On February 21, the county
  issues an addendum to the RFP clarifying that site visits, if conducted, will be used in the
  scoring.

• RFP closes on February 25. Five written proposals are received, as shown below.

Table 1. Responses to Budget System RFP

Proposer	Proposed Software				
AST	<ul> <li>Public Sector Budgeting (PSB)</li> </ul>				
	<ul> <li>Enterprise Planning and Budgeting (EPB)</li> </ul>				
Oracle	■ Hyperion				
	<ul> <li>Discretionary Capital Expenditure Blueprint (Cap Ex)</li> </ul>				
Neubrain	Cognos Enterprise Planning				
	Cognos Business Intelligence				
Copperleaf	Asset Investment Planning				
CIP Planner	■ CIPAce				
	Third-party software				

#### March

- Sub-committee reviews RFPs and scores written proposals. Based on the results in Table 1, the top three (Oracle, AST, and Neubrain) are selected as finalists to proceed to the next phase of the evaluation (the demonstration and interview).
- Procurement notifies Copperleaf and CIP Planner that they will not continue in the process.

**Table 2. Scores on Written Proposals** 

Criteria	AST	Neubrain	Oracle	Copperleaf	CIP Planner
Proposal Narrative*	277	247	262	198	189
Pricing	56	40	24	52	60
Terms and Conditions	20	0	0	0	0
TOTAL	353	287	286	251	249
Ranking	1	2	3	4	5

<sup>\*</sup>Proposal narrative includes summary of qualifications; response to the county's technical and functional requirements for a budget system; management, implementation, training and maintenance plans; and response to essays.

### April

- Sub-committee prepares for demonstrations and interviews. Sub-committee develops "demo scripts" and interview questions. Procurement sends them to the three finalists.
- Demonstrations and interviews are held on April 4 (Neubrain/Cognos), April 9 (AST/PSB and EPB) and April 11 (Oracle/Hyperion and Cap Ex).
  - During Oracle's demonstration, the sub-committee learns that Cap Ex is a system for fixed assets and not a capital budget system as required in the RFP.
  - During AST's demonstration, AST informs the county that EPB will no longer be supported. As an alternative, AST demonstrates Project Suite and Scorecard for to replace the functions that would have been provided by EPB --performance management and operating/capital budget analysis (including forecasting, "what if" scenarios, and multi-dimensional analysis of actual and budget revenues and costs).
- Five sub-committee members conduct site visit to Howard County, Maryland for demonstration of Howard County's use of Cognos. Also attended Cognos Government Forum. (April 15)

### April/May

- On April 17, AST submits a revised proposal and pricing, which "officially" eliminates EPB and substitutes Project Suite and Scorecard as demonstrated on April 9.
- Over a period of several weeks, sub-committee conducts conference/reference calls with the following jurisdictions and entities to gain further understanding of how each system is actually used and to identify Oracle/Hyperion and AST/Public Sector Budgeting sites to visit.
  - USAF Neubrain/Cognos
  - Howard County CIO Neubrain/Cognos (as a follow-up to site visit)
  - UCLA Oracle/Hyperion
  - Lockheed-Martin Oracle/Hyperion
  - Univar Oracle/Hyperion
  - Polk County AST/Public Sector Budgeting
  - Knoxville AST/Public Sector Budgeting

- Upon completion of conference and reference calls, sub-committee concludes that visits to the Oracle/Hyperion sites (UCLA, Lockheed-Martin or Univar)<sup>1</sup> would not be productive because:
  - Neither UCLA, Lockheed-Martin nor Univar follow a budget process similar to the county's, with its many layers of budget development and approval.
  - Their use of the software is not applicable to the way the county would use it.
    - UCLA's departments do not use Hyperion; they develop their budgets off-line for input by a central budget office.
    - Lockheed is using Hyperion as a contract management system.
    - Univar is using Hyperion for its 2008 operating budget, but the nature of its budget (it is built on cost centers instead of a chart of accounts) is very different from King County's.
  - Subcommittee also concludes that visits to AST/Public Sector Budgeting sites (Polk County and Knoxville) would not be useful because: (1) the subcommittee had already seen a demonstration of PSB the previous summer; and (2) neither site had implemented either EPB or Project Suite or Scorecard

## May

- On May 16, Oracle submits revised pricing, which eliminates Cap Ex and substitutes a custom design of Hyperion for the capital budget system.
- ABT staff consults with procurement for direction on how to treat the revised proposals from AST and Oracle. Procurement advises that the revised proposals cannot be accepted because there is no provision in the RFP for revising proposals after the RFP closes.
- ABT staff seeks direction from procurement regarding AST's proposal (since AST withdrew its
  recommendation for EPB and substituted Project Suite and Scorecard during its demonstration)
  and Oracle's proposal (since Oracle demonstrated a system for capital asset management, Cap
  Ex, which was not requested in the RFP and did not meet the county's need for a capital budget
  system).
- Procurement advises the sub-committee to rescore AST and Oracle's written proposals and finalize scoring for the demonstrations and interviews.

6 6/25/08

<sup>&</sup>lt;sup>1</sup> These sites were suggested by Oracle because Oracle could not identify any government sites using Hyperion.

- On May 22, May 27, and May 28 sub-committee meets to finish scoring as advised, with the following results.<sup>2</sup>
  - AST's written proposal score changes from 277 to 249, largely due to the fact that AST's proposed software solution for performance management and operating/capital budget analysis was no longer viable.
  - Oracle's written proposal score changes from 262 to 252; largely due to the fact that Oracle's proposal lacked a solution for a capital budgeting system.
- ABT staff calculates grand totals, with the following results in order of ranking. Sub-committee reaches consensus to recommend Neubrain.

Criteria Neubrain **AST** Oracle **Proposal Narrative** 247 249 252 **Pricing** 40 56 24 **Terms and Conditions** 0 20 0 **Subtotal** 287 325 276 **SCS\* Participation** 0 0 0 **Demo and Interview** 350 309 284 **Grand Totals** 637 634 560 Ranking 1 2 3

**Table 3. Total Scores for Finalists** 

 On May 29, sub-committee briefs full committee and recommends contracting with Neubrain. By a show of hands, there is 100% consensus to recommend Neubrain to the ABT Management Team (Director of the Office of Budget, Director of Office of Information Resource Management, and Director of Department of Executive Services).

#### June

 On June 10, the ABT program manager briefs the ABT Management Team and receives direction to prepare for transmittal to the Council a proposal to purchase Cognos software and contract with Neubrain as the implementation firm.

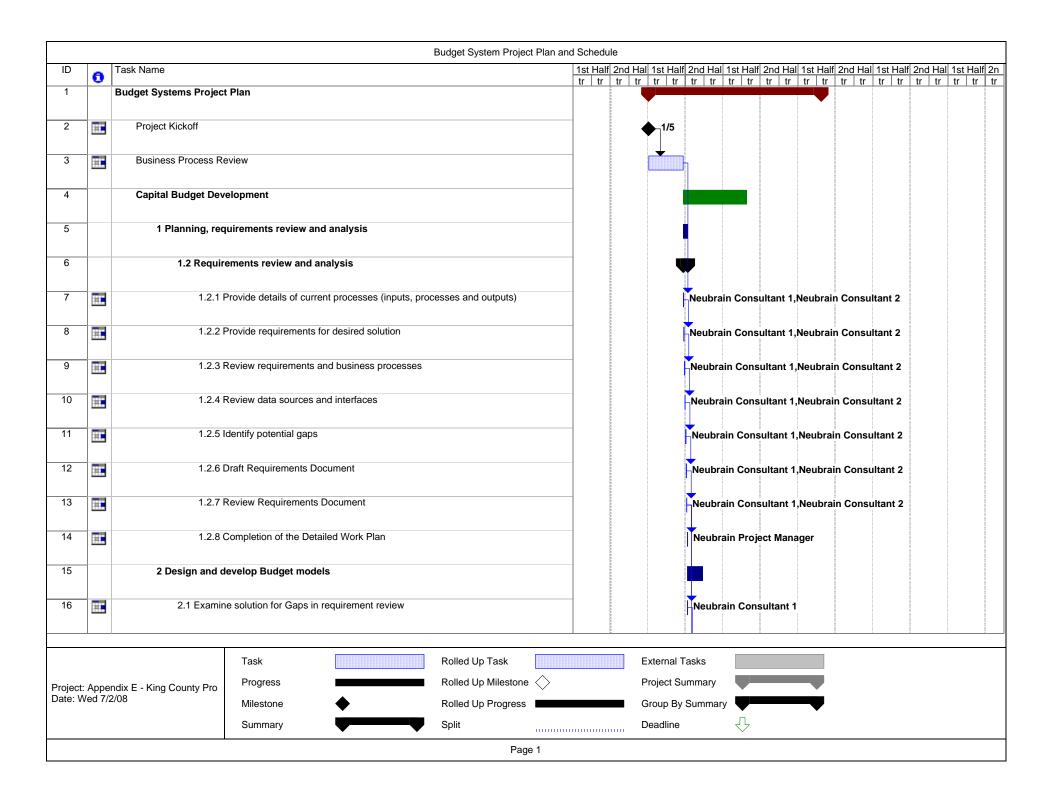
7 6/25/08

<sup>\*</sup>Small Contractor and Supplier

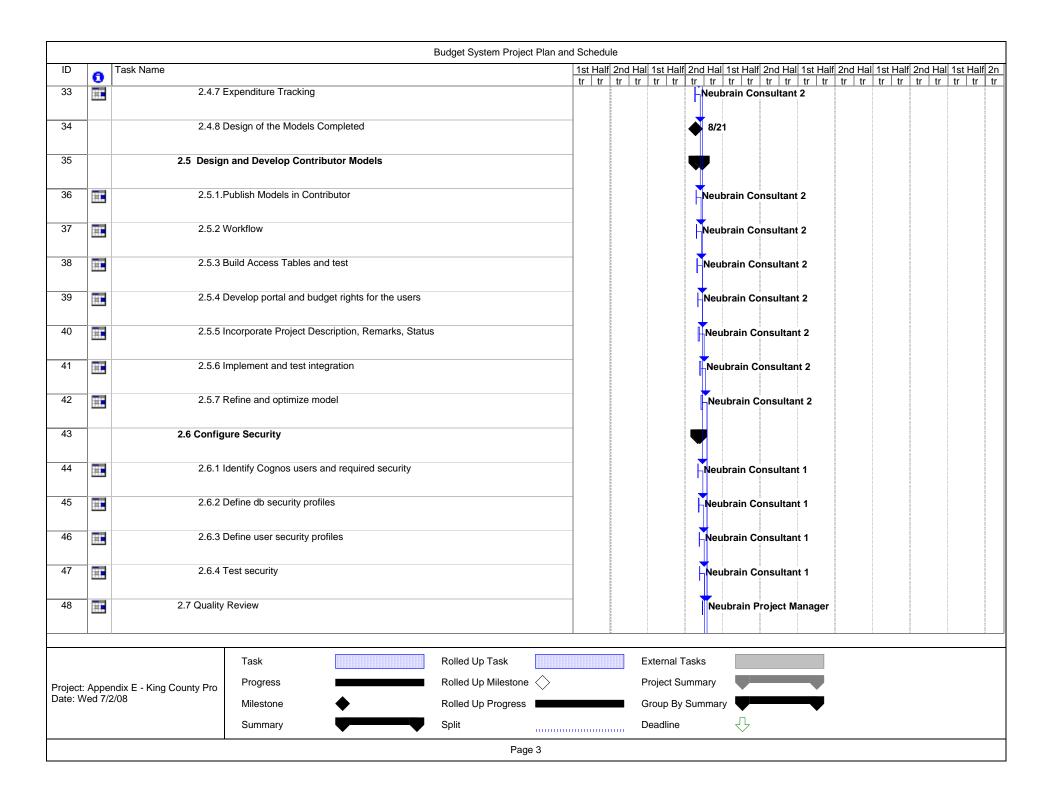
<sup>&</sup>lt;sup>2</sup> Rescoring the written proposal did not change the rankings developed in March. AST, Neubrain and Oracle remain as the top three scorers above Copperleaf and CIP Planner.

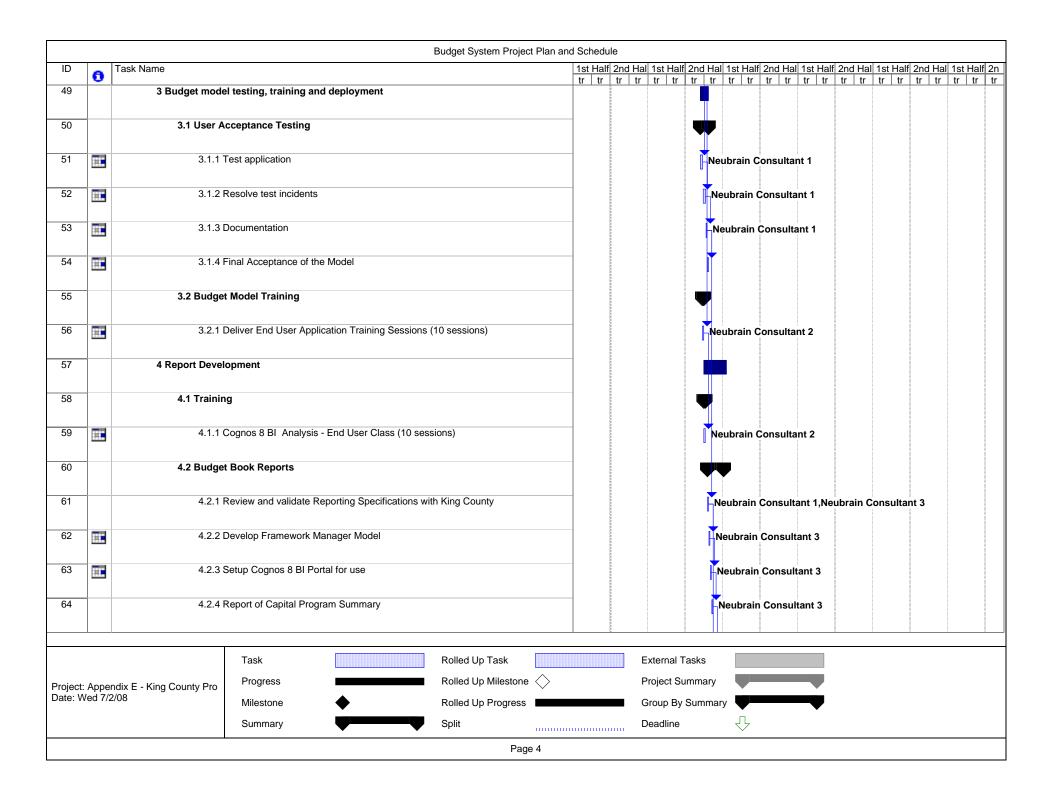


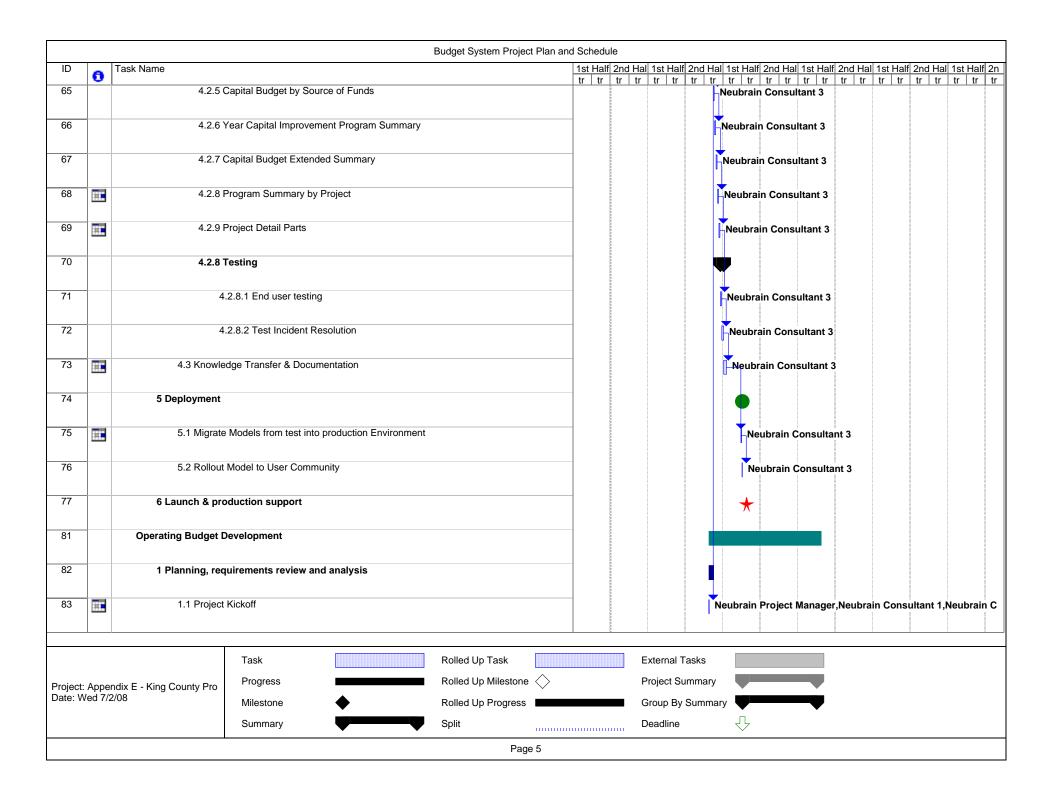
# APPENDIX D: BUDGET SYSTEMS PROJECT PLAN AND SCHEDULE

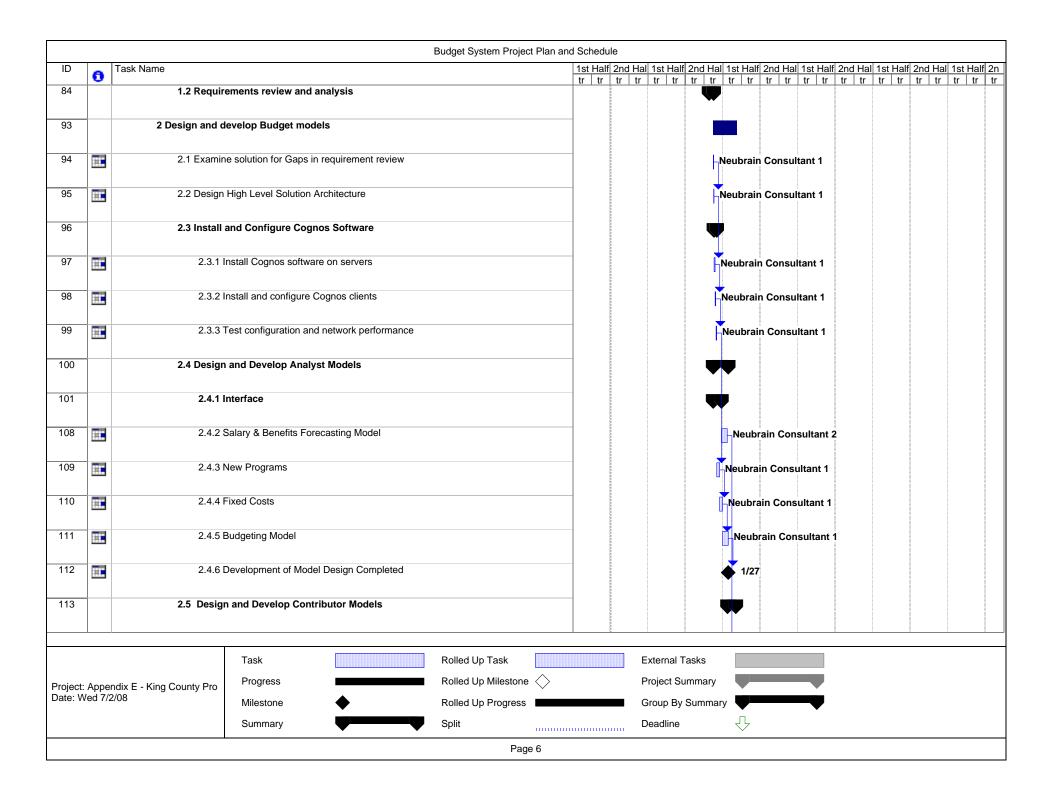


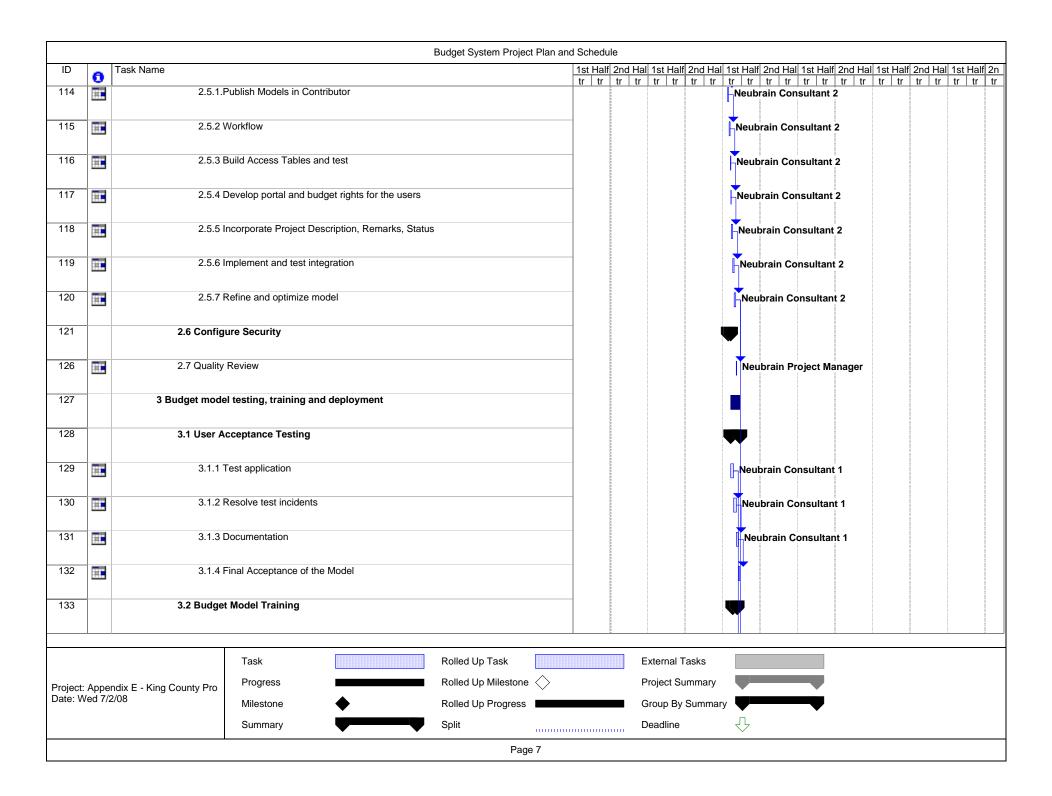


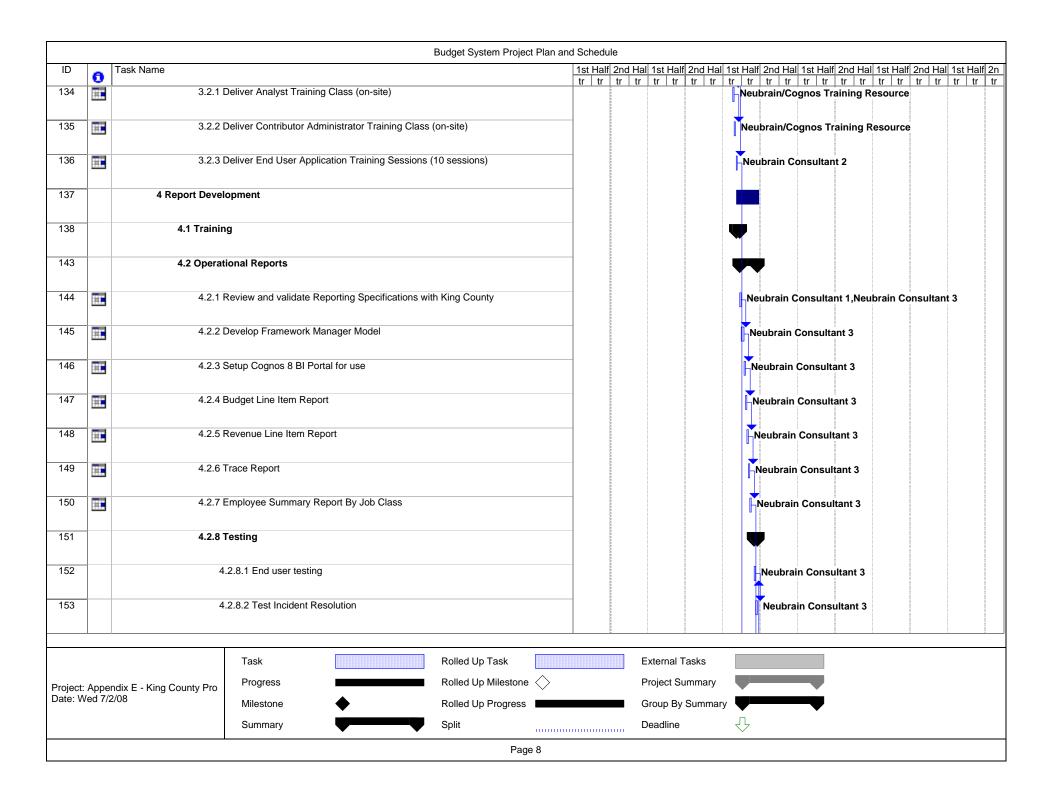


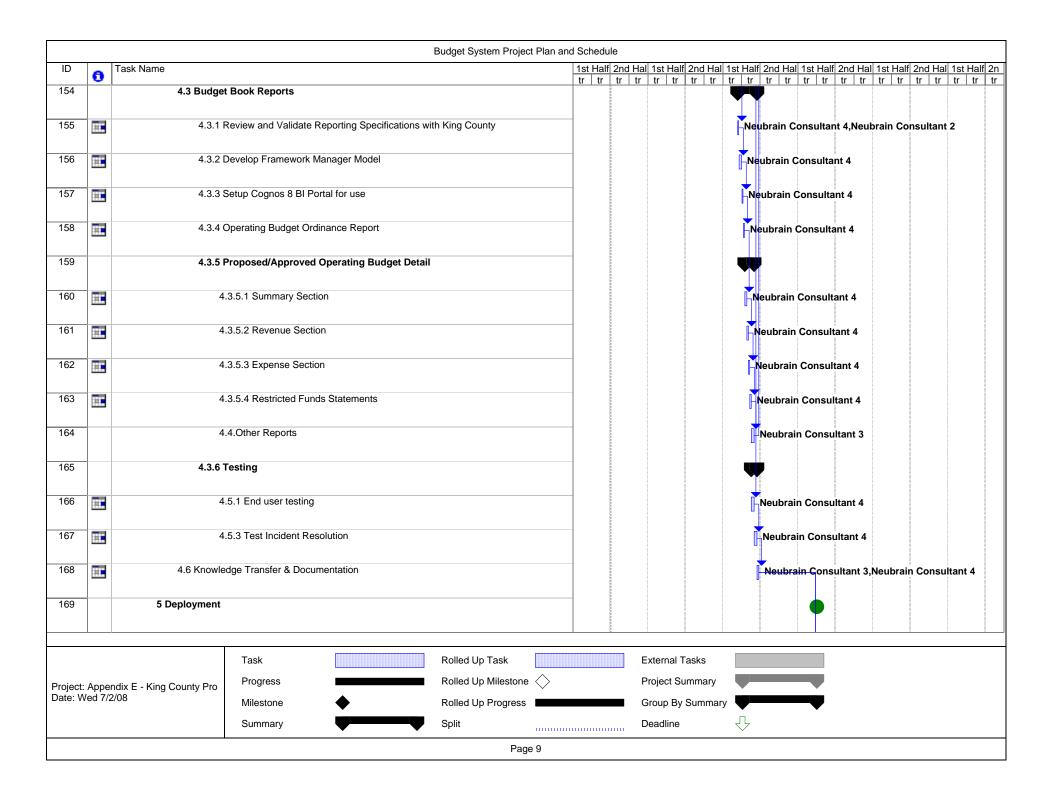












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# APPENDIX E: RESPONSE TO OMB CONCERNS ON BUDGET SYSTEMS PHASING

# OMB Concerns on Budget System Phasing (6/2/2008)

 A significant risk of going live with Oracle on 1/1/2011 is the following: Schedule Slippage - If there is slippage the implementation schedule for EBS implementation, how does that impact going live with CIP budget on 4/1/10 to be interfaced to EBS on 1/1/2011? Does that create additional risk?

## Response:

This is a risk. However, the thought of having the capital budget system live April 2010 is to provide an early deliverable for the budget system and support the 2011 capital budget process. To mitigate the risk, the Budget Systems project will work closely with the Finance System project to determine if a slippage is imminent. If so, the Budgets project team will develop a crosswalk to ensure that users can reconcile new COA to legacy COA accounts.

2 OMB thinks agencies would lean toward implementing both Operating and Capital Budgeting systems at the same time.

# Response:

The phased implementation is to provide some functionality in a shorter period of time. The business representatives on the budget review subcommittee agreed with the approach.

3. It is recommended that a new budget system not be installed until financial/payroll systems are stable. The phasing proposal is not consistent with this recommendation.

Recommendation from other jurisdictions and ABT QA consultant

#### Response:

The capital budget system implementation is a compromise between the critical need for a budget system and the best case scenario of waiting. The risks are mitigated by having a small implementation team and very tightly managed project scope, limiting interfaces to file transfers similar to today's environment.

4. Essbase and CIP base both have the flexibility to adapt to the new chart of accounts and interface to the EBS and Peoplesoft position management. A temporary interface would need to be built accomplish this and the new chart of accounts would need to be implemented in these legacy budget systems. However this would provide the benefit of all agencies moving to new budget system a one time. It would also minimize risk of leading with the budgets systems which is dependent on a new chart of accounts (COA) and timing of the COA is unknown.

#### Response

Development of a major portion of the new Chart of Accounts is scheduled for September 2008 with design completed by March 2009. This fits with the Budget Systems project in that business process development is scheduled for completion June 2009. Interfacing Essbase and CIP to EBS and

PeopleSoft present the same issues with interfacing Cognos to EBS and PeopleSoft. In the former, the interfaces would be throwaway effort.

- 5. To implement a new capital budget system on the proposed timeline the following conditions would need to be met.
  - New Chart of accounts would need to be stable and final by 10/01/09 and to inform new budget system.

# Response

The current schedule calls for this timeline.

 We would need to lock down the chart of accounts and new CIP budget process one year ahead of go live so that we have a definitive budget model and process to implement.

## Response

The current schedule calls for this timeline.

• The budget business process (deliverable) has not been completed and we don't know how or when that will take place. Timing of this deliverable will impact phasing schedule. We don't know what are the steps are to complete the new budget business process. What is budget process development timeline? How does it fit in with phased or big bang schedule?

## Response

This is scheduled for June 2009.

# Questions

6. Why not implement both processes at the same time on 4/1/11?

#### Response

The proposed phased schedule addresses the need for a deliverable before 4/11.

- 7. What steps need to take place prior to going live with a new CIP budget system?
  - Training of OMB central analyst staff that will run new budget system.

## Response

Training is a part of the project proposal

 Training of 2 technical (DBA types, one lead and one backup) to support and develop new system.

#### Response

Technical training is part of the project proposal

 Develop the new budget business process and get buy off from SMEs and stakeholders.

Response

Budget business process review and development is a part of the proposal.

 Chart of Accounts locked down and final – would need final by Oct. 1, 2009 without exception.

## Response

This will occur before the Oct. 1, 2009 date

Migrate legacy data

# Response

Legacy data migration will follow the plans for the financial data. Balances will be brought forward, however detail will remain on the legacy system.

Build the budget model in new budget system.

## Response

This is part of the project proposal.

Streamline CIP budget reporting oversite environment. Currently includes
 17 separate CIP reports and there is the potential to stream line this to 8.

## Response

CIP reporting is part of the project proposal.

 Develop budget revision business process so new budget system can post a budget revision electronically with workflow to Oracle/EBS and Peoplesoft position management module.

## Response

This functionality will not be in the first roll out of a Budget system.

Build infrastructure – Technical Architecture Design

## Response

This part of the project budget proposal.

Documentation of new budget process and budget system

## Response

This is part of the project proposal.

 Train users – new system is meant to be distributed so more training and support than current budget model is required to county agencies.

# Response

This is part of the project proposal.

## Capital Budget System

8. How does labor distribution feed costs to capital projects beginning 1/1/11 when not all agencies have migrated to PeopleSoft?

## Response

Labor distribution for MSA employees will run through ARMS before entering EBS.

9. How will operating budgets that have links to capital budgets be handled if we phase in budget system?

# Response

This will need to be addressed during the fit/gap analysis and business process development to determine current processes and what work arounds are needed for the one year.

10. What is timeframe for having chart of accounts and work breakdown structure done and crosswalked from old to new?

## Response

This is scheduled for design completion March 2009.

11. What are impacts and risks of doing phased or big bang prior to complete EBS/Oracle and Peoplesoft/HR implementation?

# Response

See Table 4: Budget Systems Risk Assessment. p. 24.

12. What are impacts and risks of doing a phased approach versus big bang approach?

## Response

See Table 4: Budget Systems Risk Assessment, p. 24

#### Other Issues

- 13. Keep Essbase running with legacy data for a number of years after implementation. Not very expensive and data is heavily used. Or migrate Essbase data to OBIEE which Hyperion components and could potential house legacy Essbase data.
  - Migrate a least 3 years of Essbase data to new budget system

#### Response

Legacy data migration will follow the plans for the financial data. Balances will be brought forward, however detail will remain on the legacy system.

14. <u>Public Health</u> is a special case since they use their budget system for much more than other county agencies. Public Health Business budget process will need to be accommodated or changed. This will require heavy involvement of PH personnel and ABT staff.

# Response

This will need to be addressed during the fit/gap analysis and business process development to determine current processes and requirements for a new budget system.

# Likely scenario

15.2010 Budget Prep – Essbase and CIPbase would interface to legacy financial systems

#### Response

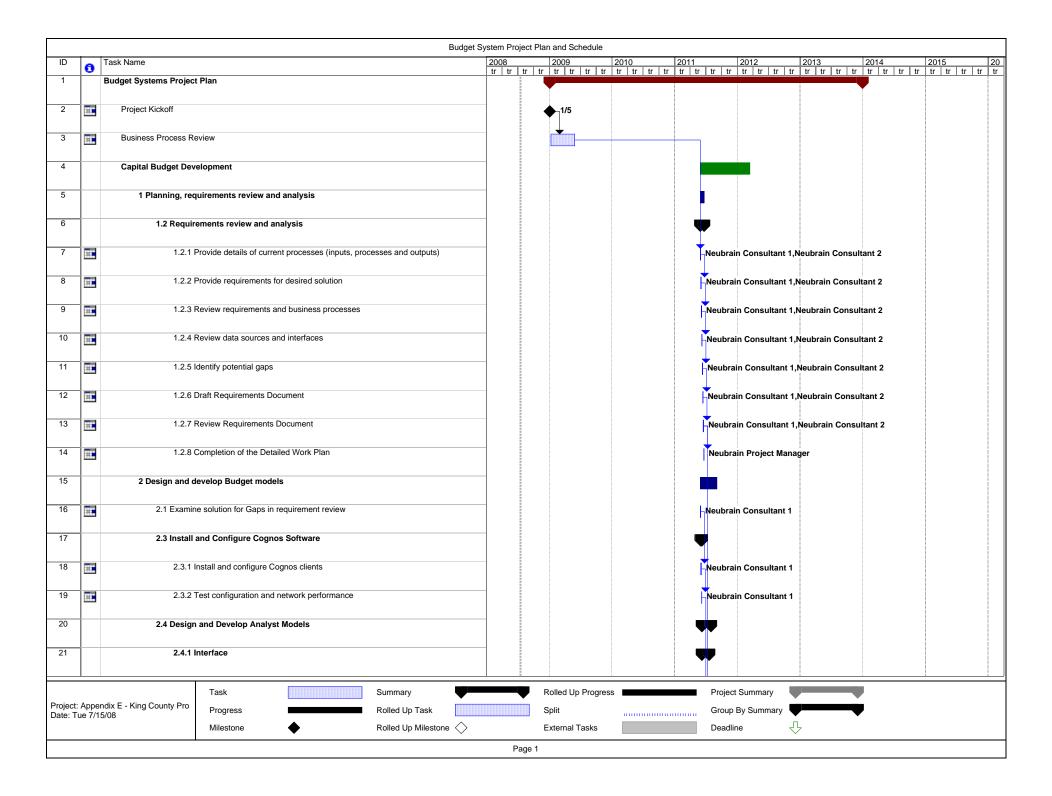
Not proposed by ABT Program

16.2011 Budget Prep – **Essbase** would interface to EBS/Peoplesoft – this requires new chart of accounts implemented in Essbase by Feb. 1, 2010. New CIP Budget System would interface to EBS – this requires new chart of accounts locked down by Oct 2009 to inform development of new CIP budget system.

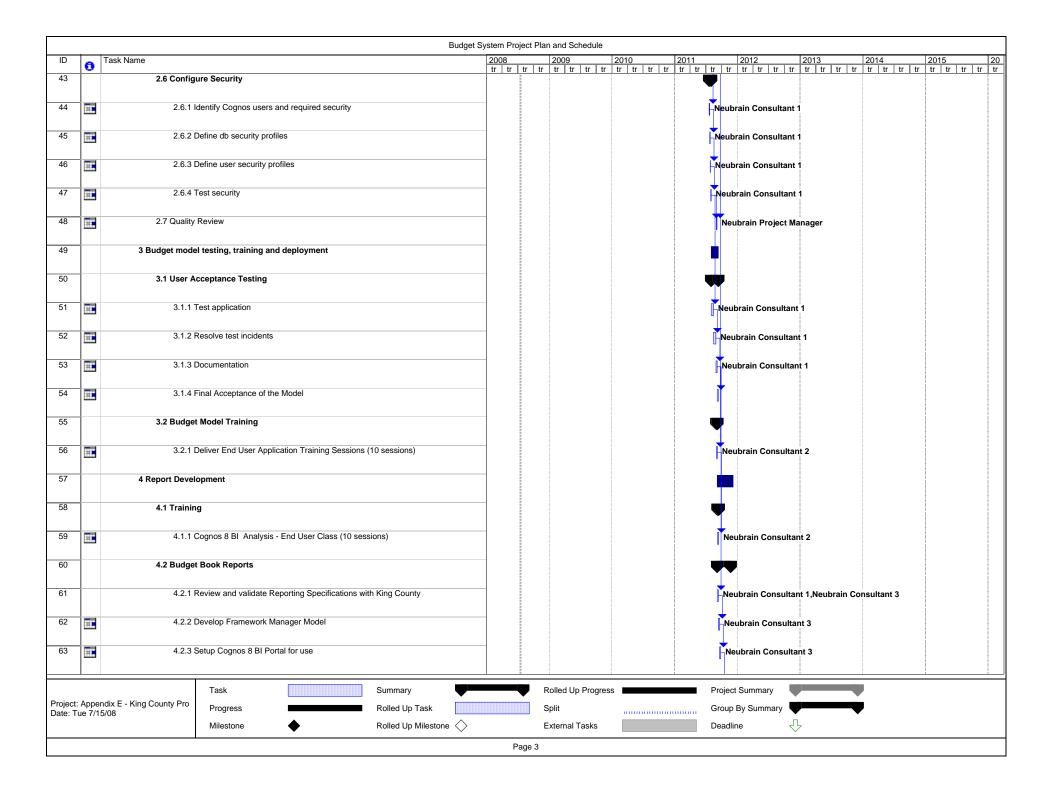
Response
Not proposed by ABT Program



# APPENDIX F: REVISED BUDGET SYSTEMS PROJECT PLAN AND SCHEDULE

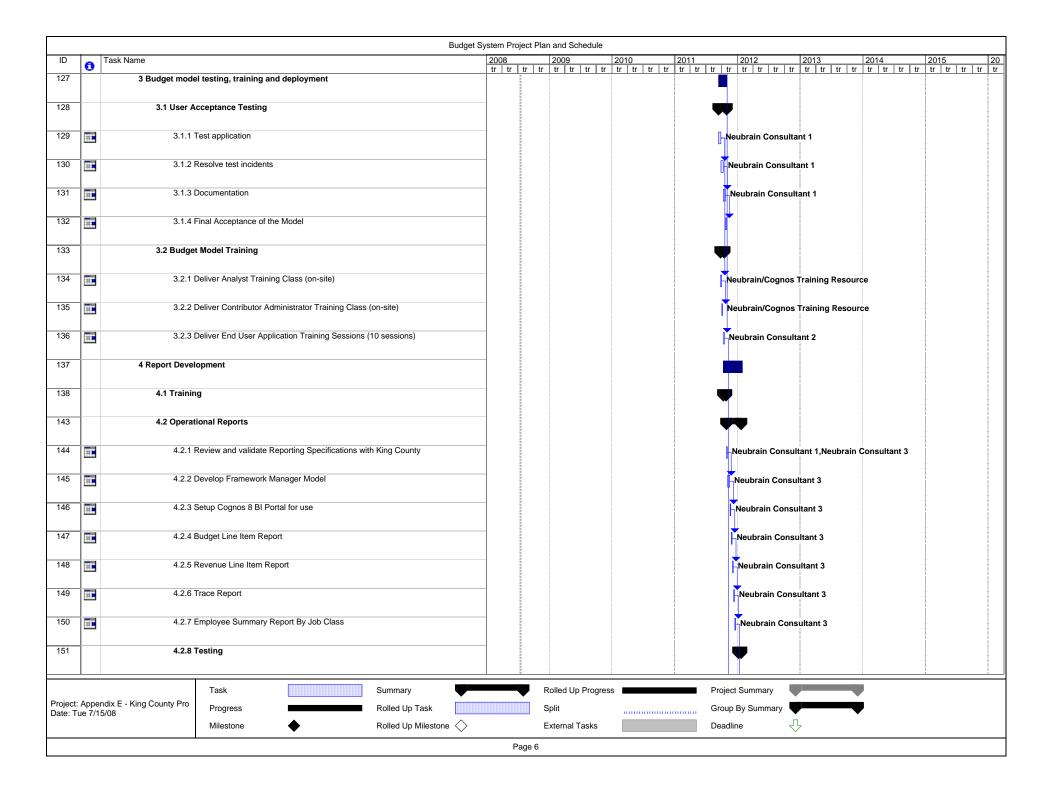


		В	udget System Project Pla					
ID	0	Task Name	2008 tr tr tr tr		2010 2011	2012	2013   2014   tr   tr   tr   tr   tr   tr   tr	2015 20 tr tr tr tr tr
22	<u></u>	2.4.1.1 Develop data conversion scripts to prepare source files	0 0 0 0		<u>                                     </u>	Neubrain Consultant 1		
23	<b>III</b>	2.4.1.2 Develop scripts to import data into Cognos				Neubrain Consultant 1		
24	<b>III</b>	2.4.1.3 Automate and run data imports (completion of data conversion)				Neubrain Consultant 1		
25	<b>III</b>	2.4.1.4 Validate imported data (acceptance of data conversion)				Neubrain Consultant 1		
26	<b>III</b>	2.4.1.5 Develop macros to export data from Cognos into GL/Finance				Neubrain Consultant 1		
27	<b>III</b>	2.4.1.6 Test and validate exported data				Neubrain Consultant		
28	<b>III</b>	2.4.2 Create Analyst D-Lists and D-Cubes				Neubrain Consultant 2		
29	<b>III</b>	2.4.3 Creation of Budget Entry Forms				Neubrain Consultant 2		
30	<b>III</b>	2.4.4 Incorporate Versions				Neubrain Consultant 2		
31		2.4.5 What If Scenarios				Neubrain Consultant 2		
32		2.4.6 Engineering Estimates				Neubrain Consultant	2	
33	<b>III</b>	2.4.7 Expenditure Tracking				Neubrain Consultant	2	
34		2.4.8 Design of the Models Completed				8/1		
35		2.5 Design and Develop Contributor Models						
36	<b>III</b>	2.5.1.Publish Models in Contributor				Neubrain Consultant	2	
37	<b>III</b>	2.5.2 Workflow				Neubrain Consultant	2	
38	<b>III</b>	2.5.3 Build Access Tables and test				Neubrain Consultant	2	
39	<b>III</b>	2.5.4 Develop portal and budget rights for the users				Neubrain Consultant	2	
40	<b>III</b>	2.5.5 Incorporate Project Description, Remarks, Status				Neubrain Consultant	2	
41	<b>III</b>	2.5.6 Implement and test integration				Neubrain Consultan	t 2	
42	<b>III</b>	2.5.7 Refine and optimize model				Neubrain Consultan	t 2	
		Task Summary	<b>—</b>	Rolled Up Progress	6	Project Summary		
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			Budget System Project Pl	an and Schedule			
ID	0	Task Name	2008 tr   tr   tr   t	2009 r tr tr tr tr	2010 201	1	2015 20 tr   tr   tr   tr
64	Ť	4.2.4 Report of Capital Program Summary				Neubrain Consultant 3	<u>u u u u u u u u u u u u u u u u u u u </u>
65		4.2.5 Capital Budget by Source of Funds				Neubrain Consultant 3	
66		4.2.6 Year Capital Improvement Program Summary				Neubrain Consultant 3	
67		4.2.7 Capital Budget Extended Summary				Neubrain Consultant 3	
68	<b>III</b>	4.2.8 Program Summary by Project				Neubrain Consultant 3	
69	<b></b>	4.2.9 Project Detail Parts				Neubrain Consultant 3	
70		4.2.8 Testing				•	
71		4.2.8.1 End user testing				Neubrain Consultant 3	***************************************
72		4.2.8.2 Test Incident Resolution				Neubrain Consultant 3	
73	<b></b>	4.3 Knowledge Transfer & Documentation				Neubrain Consultant 3	
74		5 Deployment					
75	<b>III</b>	5.1 Migrate Models from test into production Environment				Neubrain Consultant 3	
76		5.2 Rollout Model to User Community				Neubrain Consultant 3	
77		6 Launch & production support				*	
81		Operating Budget Development					
82		1 Planning, requirements review and analysis					
83		1.1 Project Kickoff				Neubrain Project Manager,Neubrain Consultant 1,Neubrai	n Consultant 2
84		1.2 Requirements review and analysis					
93		2 Design and develop Budget models					
94	<b></b>	2.1 Examine solution for Gaps in requirement review				Neubrain Consultant 1	
95	<b>=</b>	2.2 Design High Level Solution Architecture				Neubrain Consultant 1	
		Task Summary	<b>—</b>	Rolled Up Progress	s l	■ Project Summary	
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			et System Project Plan					
ID	0	Task Name	2008 :	2009   2 tr   tr   tr   tr	2010 2011 tr   tr   tr   tr   tr	2012   tr   tr   tr   tr   tr	2013   2014	2015   20   tr   tr   tr   tr
96		2.3 Install and Configure Cognos Software			•	<b>4</b>		
97	<b></b>	2.3.1 Install Cognos software on servers				Neubrain Consultant 1		
98	<b>III</b>	2.3.2 Install and configure Cognos clients				Neubrain Consultant 1		
99	<b>III</b>	2.3.3 Test configuration and network performance				Neubrain Consultant 1		
100		2.4 Design and Develop Analyst Models			•			
101		2.4.1 Interface						
108	<b>III</b>	2.4.2 Salary & Benefits Forecasting Model				Neubrain Consultan	t 2	
109	<b></b>	2.4.3 New Programs				Neubrain Consultant	1 1	
110	<b></b>	2.4.4 Fixed Costs				Neubrain Consultant	1	
111	<b>III</b>	2.4.5 Budgeting Model				Neubrain Consultan	it 1	
112	<b>III</b>	2.4.6 Development of Model Design Completed				9/2		
113		2.5 Design and Develop Contributor Models				•		
114	<b>III</b>	2.5.1.Publish Models in Contributor				Neubrain Consultan	t 2	
115	<b>III</b>	2.5.2 Workflow				Neubrain Consultar	nt 2	
116	<b>III</b>	2.5.3 Build Access Tables and test				Neubrain Consultar	nt 2	
117	<b>111</b>	2.5.4 Develop portal and budget rights for the users				Neubrain Consultar	nt 2	
118	<b></b>	2.5.5 Incorporate Project Description, Remarks, Status				Neubrain Consulta		
119	<b></b>	2.5.6 Implement and test integration				Neubrain Consulta		
120	<b>III</b>	2.5.7 Refine and optimize model				Neubrain Consulta	ant 2	
121		2.6 Configure Security						
126	<b>III</b>	2.7 Quality Review				Neubrain Project M	Manager	
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152		4.2.8.1 End user testing					Neubrain Consultant 3	
153		4.2.8.2 Test Incident Resolution					Neubrain Consultant 3	
154		4.3 Budget Book Reports	_					
155	<b>III</b>	4.3.1 Review and Validate Reporting Specifications with King County				Ne	ubrain Consultant 4,Neubrain Consultant 2	
156	≡	4.3.2 Develop Framework Manager Model				Ne	ubrain Consultant 4	
157	<b>III</b>	4.3.3 Setup Cognos 8 BI Portal for use				N	eubrain Consultant 4	
158	<b>III</b>	4.3.4 Operating Budget Ordinance Report				H	eubrain Consultant 4	
159		4.3.5 Proposed/Approved Operating Budget Detail				•		
160	<b>III</b>	4.3.5.1 Summary Section				H	eubrain Consultant 4	
161	<b>1</b>	4.3.5.2 Revenue Section				F	leubrain Consultant 4	
162	<b>III</b>	4.3.5.3 Expense Section				Ī	Neubrain Consultant 4	
163	<b></b>	4.3.5.4 Restricted Funds Statements				ľ	Neubrain Consultant 4	
164		4.4.Other Reports				Ì	Neubrain Consultant 3	
165		4.3.6 Testing				•	7	
166	<b>III</b>	4.5.1 End user testing				H	Neubrain Consultant 4	
167	<b>III</b>	4.5.3 Test Incident Resolution					Neubrain Consultant 4	
168	<b>III</b>	4.6 Knowledge Transfer & Documentation					Neubrain Consultant 3,Neubrain Consultant 4	
169		5 Deployment						
170	<b>1</b>	5.1 Migrate Models from test into production Environment					Neubrain Consultant 3	
171		5.2 Rollout Model to User Community					Neubrain Consultant 3	
172		6 Launch & production support					*	
		Task Summary	- F	Rolled Up Progress	8	Project S	Summary	
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173		6.1 Delivery	y of Go-Forward Plan						Neubrain	Project Manager		
174	•	6.2 Project	Closeout						Neubrain	Project Manager		
175		6.3 Product	tion Support						Neubraii	n Consultant 2,Neubr	ain Consultant 4	
176		Performance Manage	ement and Reporting									
			Task		Summary	<b>—</b>	Rolled Up Progress		Project Summary	<b>—</b>		
roject: Ap	ppendix	x E - King County Pro 8	Progress		Rolled Up Task		Split		Group By Summary	_		
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